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AUTHOR Gross, Lola P.
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ABSTRACT

Two hundred and sixty-eight school administrators attended the 1985 Arizona Principals' Academy to share practices promoting school effectiveness and to personalize their roles as educational leaders. The academy's five major goals were (1) to inform principals about current thinking and practices, (2) to provide ways to implement successful strategies, (3) to offer practical and specific training, (4) to encourage the exchange of ideas and the establishment of a networking system, and (5) to assist participants in the development of individual action plans for school improvement. To determine if these goals were met, academy organizers used preplanning, advance questionnaires, daily and final program evaluation forms, and statements solicited from participants. The evaluation indicated that sessions on school climate, leadership style, and staff development were most appreciated; that participants felt program goals were exceeded; that program content and presentation methods were effective; and that the academy was well managed. This paper reports briefly on the academy's goals, evaluation methods, and participant responses, then provides documentation in the form of summaries of participants' comments and suggestions, charts of the academy topics found most and least useful, tables of participants' responses to program goals and methods, and lists of academy participants. (PGD)

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EVALUATION REPORT

1985 PRINCIPALS' ACADEMY

PREPARED BY

LOLA P. GROSS, Ph.D.

September, 1985

EA 018 815

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The Center for Excellence at Northern Arizona University is recognized for providing facilities and hosting the 1985 Academy.

1985 PRINCIPALS' ACADEMY STAFF

Academy Administrators: Thomas Reno, Ph.D., Associate Superintendent, Arizona Department of Education and Dave Tate, Associate Superintendent, Arizona Department of Education

Program Managers: Lola P. Gross, Ph.D., Education Program Specialist, Arizona Department of Education and Barbara L'Ecuyer, Education Program Specialist, Arizona Department of Education

Special Assistants: Tom Cox Program/Project Specialist, Arizona Department of Education and Larry McBiles, Consultant, Arizona Educational Foundation

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Bob Free, Principal, Mesa High School, Mesa

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William Roberts, Ed.D., Principal, Fourth Avenue Junior High School, Yuma

Art Solomon, Principal, Sewall School, Tucson

Fred Sughrue, Deputy Associate Superintendent, Arizona Department of Education

Dave Tate, Associate Superintendent, Arizona Department of Education

Mary Jo Vecchiarelli, Principal, Mesa Junior High School, Mesa

The Arizona Principals' Academy has operated successfully for the past two years. The interest and involvement of school personnel continue. Approximately 445 educational leaders, primarily principals, have gone through and successfully completed the Academy program held at the Center for Excellence in Education at Northern Arizona University.

Two hundred and sixty-eight attended this year's Academy. (See Appendix B for a Participant Summary and a list of the 1985 Session I and Session II Participants.) Legislative support of the program is evidenced by annual appropriations and interest in the curriculum. Enthusiasm and support from Mrs. Warner, State Superintendent; professional associations; school administrators; and the State Board of Education continue to keep registration quotas full. In addition, interest from professionals in other states has centered attention on the Arizona Academy.

The primary purpose of the Academy was to provide a way for educational leaders to share practices which promote school effectiveness and to personalize their roles as instructional leaders of their schools. Five important goals were identified.

1. To provide an opportunity for principals to become knowledgeable about the current thinking and practices related to school effectiveness.

2. To provide specific ways to implement successful strategies.

3. To offer practical and specific training to meet principals' needs.

4. To provide a vehicle for the exchange of ideas and to establish a networking system among Arizona principals.

5. To promote and assist each Academy participant in the development of an individual action plan for school improvement.

Several strategies were utilized to determine if the goals were met, to assess the strengths and weaknesses of the Academy, to provide direction for planning future academies, and to provide information to the legislature, Academy participants, state school administrators, professional organizations, and other interested groups.

First, an Academy Council, made up of 18 members representative of the private sector, principals, and other educational groups, was continued as an advisory committee to provide direction in planning an appropriate program for the Academy, suggesting possible presenters, and giving feedback on the plans developed by the Arizona Department of Education staff. In addition, members were given the responsibility of helping to evaluate the outcomes of the Academy.

Second, a questionnaire was developed and sent to all applicants who were accepted into the Academy to determine their interests and expectations from the Academy experience. The questionnaire also asked applicants to identify their areas of expertise; participants were expected to share successful ideas and strategies as part of the Academy program.

Third, evaluation forms were utilized to ascertain the participants' reactions to different aspects of the Academy and to determine the strengths and weaknesses of the Academy program. Two separate evaluation forms were developed:

1. A daily evaluation form was used to determine the value of each day's activities. This form included a section for evaluating presenters, a section for highlighting outstanding ideas/strategies gained from the daily presentations and those that were least useful, and a section for additional comments.

2. A final evaluation form was used to assess the overall effectiveness of the Academy. This form included a section to determine the extent to which the Academy met the identified goals, a section to evaluate the program content and methods, and a section to provide opportunity for comments and feedback about any aspect of the Academy.

In addition to these forms, a strategy found effective from the 1984 Academy was utilized. On the final day of each session, participants were asked to make one statement about the Academy that they would be willing to acknowledge by signing their names. These statements provided some data for immediate feedback to Mrs. Carolyn Warner, State Superintendent of Public Instruction, and groups that were interested in the immediate reactions of Academy participants. As might be expected from this procedure, all of these comments were positive.

Data from all of these sources were utilized in assessing the success of the Academy. Topics that receive top rankings from the daily evaluation forms are presented in Table I for Session 1 and Table II for Session 2. (All tables are presented in Appendix A.)

Examination of these tables shows three topics that were considered by the participants in both Academy sessions to be of the greatest use. These were school climate, leadership style, and staff development. This was consistent with the goals and purpose of the Academy. Other topics that received the largest number of responses supported the premise that instructional leadership and effective schools are of primary interest to school administrators.

The least useful ideas/thoughts gained in a daily session are presented in Table III for Session 1 and in Table IV for Session 2. Other topics reported as least useful are included in the Tables. In planning future academies, these comments should be considered.

Data from the final evaluations are summarized in Tables V–XVI. Table V includes the percent of responses from Session 1 participants to each of the program goals; Table VI shows the mean response for this group. Table VII gives the percent of responses from Session 2 participants to each of the program goals; Table VIII shows the mean responses for this group.

Analysis of the responses indicates that program goals exceeded expectations for both sessions. Although more participants ranked each goal higher in Session 1 than in Session 2, at least 68 percent gave a ranking of four (4) or five (5) to each goal to indicate that the Academy exceeded their expectation. Goal number 4, to establish a networking system among Arizona principals, received the highest ranking (means 4.63 and 4.56) from both groups. Goal number 5, to develop a school improvement plan, received the lowest rating (means 3.89 and 3.91).

The percent of responses and the mean response to each of the program goals are combined in Table IX and Table X respectively. Data presented in the tables indicate that each of the goals exceeded expectations of the participants. At least 78 percent of the respondents rated the Academy high (4 or 5). The lowest

mean response was 3.89 to goal number 5. Based on the data presented in these tables, the 1985 Principals' Academy successfully met the established goals.

Table XI presents the percent of responses from participants in Session 1 to the section on program content and methods; Table XII gives the mean response for each question in this section. Table XIII presents the percent of responses from participants in Session 2 to each of the items in the section on program content and methods; Table XIV presents the mean responses to each question for this group.

These data indicate that both the program content and methods of presentation were excellent (a rating of 1 or 2). At least 72 percent in both sessions rated as excellent nine of the ten items. Sixty-two percent rated the choice of presenters excellent. Examination of the middle range response (3) to this section shows that over eighty-five percent responded favorably to all questions on program content and methods. This can be seen graphically when one examines the mean responses presented in Table XII and Table XIV. (Note that on this section of the evaluation form lower numbers, i.e., a 1 or 2, indicated excellent.)

The summary results for both sessions, presented in Table XV, indicate that general responses to program content and methods were favorable. At least 76 percent of the respondents gave an excellent (1 or 2) rating to the first nine questions and 68 percent, or two-thirds, gave an excellent rating to question 10, the choice of presenters. The mean responses to these items can be seen in Table XVI. When these data are combined with the responses from the daily forms, the evidence of a successful 1985 Academy is convincing.

Additional support for the success of the Academy is found by reading the comments. These comments were categorized and are presented in summary form. Recommendations from the comments section are also presented in summary form.

COMMENTS SUMMARY

1. THE PRESENTATIONS AND MATERIALS WERE INTERESTING AND RELEVANT. The goals were well defined and the program was designed to meet them. Responses indicated that the sessions were informative and presented current data and research. Many participants mentioned their appreciation of the practicality of suggestions and workable practices that they could use in their individual situations. Especially important to many were the presentations of peers to the small groups. All of the goals were addressed and met the expectations of the participants.

2. NETWORKING AND SHARING AMONG PRINCIPALS WERE POSITIVE AND SUPPORTIVE. Principals discovered a commonality of problems and found viable solutions to them through interactions with their peers. Most participants mentioned the value of the networking system and interest in its continuation.

3. THE INTENSITY OF THE PROGRAM WAS BOTH PRODUCTIVE AND STIMULATING. Participants mentioned that the time invested was worthwhile and practical. The college setting provided the background for high expectations of participants and for submersion in a total academic experience. Participation, contribution, and communication were expected of all participants and provided an exciting challenge to many.

4. INTEREST IN PROFESSIONAL GROWTH WAS REVITALIZED. The rejuvenation aspects of attending the Academy were cited often. The renewal of energies, the engendering of enthusiasm, and the reaching of new levels of proficiency were among the comments received. One principal summarized well the essence of this idea, "This Academy made me proud of a great profession. It energized me to keep striving to approach excellence and to do the best I can."

5. THE OVERALL MANAGEMENT OF THE ACADEMY WAS EXCELLENT. The interest in and attention to the needs of the participants were recognized as factors in the success of the Academy. Participants indicated that the ADE staff were supportive of their efforts, recognized them as instructional leaders in their schools, and treated them as VIPs. Several expressed their appreciation of being able to establish a working partnership with the State Department of Education.

6. PROVISIONS FOR GROUP SHARING AND INFORMAL DISCUSSIONS AND ACTIVITIES GAVE PARTICIPANTS AN OPPORTUNITY TO PERSONALIZE THE ACADEMY PROGRAM AND TO BECOME ACQUAINTED WITH PROCEDURES, PROGRAMS, AND POLICIES IN OTHER SCHOOLS AND DISTRICTS. The free flow of ideas during the round table discussions was stimulating and encouraged a higher level thinking. The Steak Fry was described repeatedly as the outstanding social activity which promoted professional fellowship and fun.

RECOMMENDATIONS

1. MAKE PROVISIONS FOR A SECOND-LEVEL PROGRAM. Comments from repeaters as well as others who would like to return indicated that there is interest in attending another session designed for graduates. Emphasis could be channeled to meet the specific needs of those who have already been through the current program and could address issues more thoroughly and investigate other topics.

2. GIVE MORE DIRECTION IN THE DEVELOPMENT OF A SCHOOL IMPROVEMENT PLAN (SIP). Although mentioned as a goal and introduced early in the Academy program, the SIP did not receive enough explanation. Some participants would like to have had more specific help and advice in how to write the plan as well as time scheduled for its development. A model plan was suggested as a procedure to provide direction for this activity.

3. ALLOW MORE TIME FOR INDIVIDUAL ACTIVITIES AND NON-SCHEDULED EVENTS. The long hours and the scheduling were mentioned as tiring and difficult for some participants More follow-up time and activities were suggested as necessary to reinforce the daily presentations. In addition, activities need to allow time for more small group sessions, more choices, more breaks, and more free time.

4. PROVIDE FACILITIES THAT ARE CONVENIENT AND COMFORTABLE FOR ALL THE ACTIVITIES PLANNED. Mention was made several times that private rooms would make participants more comfortable, that facilities needed to be closer together, and that classrooms should be cooler. These suggestions will be given consideration in planning future academies.

5. SCHEDULE PRESENTATIONS THAT ADDRESS SCHOOL-BASED PROGRAMS, ADMINISTRATIVE/MANAGEMENT STRATEGIES, AND INSTRUCTIONAL IMPROVEMENT. Data from all the evaluations and comments received did not support the practice of inviting political speakers to the Academy. Although participants appreciated the willingness of legislators and others involved in politics to participate in the program, they did not find the information very useful. More orientation and preparation for these sessions could have increased the interest and involvement of the participants in the political issues that affect education. Staff need to provide this preparation for future academies.

APPENDIX A

TABLE I

Most Useful Topics – Session 1

Topic	Frequency
School Climate	102
A. Conflict Resolution	
B. Motivation	
Leadership Style	85
Legal Issues	62
A. New Legislation	
B. Student Discipline	
C. Teacher Dismissal	
D. Promotion/Retention	
E. Bilingual	
Staff Development - E.E.I.	54
Public Relations - Community Involvement	46
Staff Evaluation - Clinical Superivision	35
Curriculum Development	35
Instructional Improvement	32
Support Services	17
A. Research	
B. A.D.E.	
Time Management	13

TABLE II

Most Useful Topics – Session 2

Topic	Frequency
Leadership Style	83
Staff Development - E.E.I.	60
School Climate	48
A. Conflict Resolution	
B. Motivation	
Legal/Legislative Issues	34
A. New Legislation	
B. Student Discipline	
C. Teacher Dismissal	
D. Promotion/Retention	
E. Bilingual	
Staff Evaluation - Clinical Supervision	28
Support Services	28
A. Research	
B. A.D.E.	
Public Relations - Community Involvement	26
Curriculum Development	18
School Procedures and Programs	13
Task Organization	10

TABLE III

Least Useful Topics – Session 1

Topic	Number
Education Plan	28
Study Skills	26
Truth	25
Time Management	20
Legal Issues	16
Child Abuse	16
Instructional Improvement	14
Length of Day/Concentration of Activities	12
Legal Issues	9
Bilingual	7

TABLE IV

Least Useful Topics – Session 2

Topic	Number
Legal Issues	30
Educational Politics	27
Professionalism	20
Education Plan	19
Study Skills	17
Length of Day/Concentration of Activities	13
Bilingual	11
Individual Presentation/Own Group	9
Instructional Improvement	8
Orientation	7
Time Management	7

TABLE V

Session 1 Program Goals Responses (N = 131)

	Didn't Meet Expectations		Exceeded Expectations			
	1	2	3	4	5	BLANK
1. To provide an opportunity for principals to become knowledgeable about the current thinking and practices related to school effectiveness.	-	1%	10%	51%	38%	-
2. To provide specific ways to implement successful strategies.	-	-	14%	56%	30%	-
3. To offer practical and specific training to meet principals' needs.	-	1%	16%	55%	27%	1%
4. To provide a vehicle for the exchange of ideas in order to establish a networking system among Arizona principals.	-	-	6%	25%	69%	-
5. To promote and assist each Academy participant in the development of an individual action plan for school improvement.	1%	4%	25%	44%	26%	-

TABLE VI

Session 1 Program Goals Mean Responses (N = 131)

	Didn't Meet Expectations		Exceeded Expectations			
	1	2	3	4	5	ITEM MEAN
1. To provide an opportunity for principals to become knowledgeable about the current thinking and practices related to school effectiveness.						4.27
2. To provide specific ways to implement successful strategies.						4.15
3. To offer practical and specific training to meet principals' needs.						4.08
4. To provide a vehicle for the exchange of ideas in order to establish a networking system among Arizona principals.						4.63
5. To promote and assist each Academy participant in the development of an individual action plan for school improvement.						3.91

TABLE VII

Session 2 Program Goals Responses (N = 115)

	Didn't Meet Expectations			Exceeded Expectations		
	1	2	3	4	5	BLANK
1. To provide an opportunity for principals to become knowledgeable about the current thinking and practices related to school effectiveness.	-	2%	16%	59%	23%	-
2. To provide specific ways to implement successful strategies.	-	5	16%	49%	30%	-
3. To offer practical and specific training to meet principals' needs.	-	5%	22%	43%	29%	1%
4. To provide a vehicle for the exchange of ideas in order to establish a networking system among Arizona principals.	-	1%	10%	21%	68%	-
5. To promote and assist each Academy participant in the development of an individual action plan for school improvement.	1%	3%	28%	44%	24%	-

TABLE VIII

Session 2 Program Goals Mean Responses (N = 115)

	Didn't Meet Expectations			Exceeded Expectations		
	1	2	3	4	5	ITEM MEAN
1. To provide an opportunity for principals to become knowledgeable about the current thinking and practices related to school effectiveness.						4.04
2. To provide specific ways to implement successful strategies.						4.04
3. To offer practical and specific training to meet principals' needs.						3.96
4. To provide a vehicle for the exchange of ideas in order to establish a networking system among Arizona principals.						4.56
5. To promote and assist each Academy participant in the development of an individual action plan for school improvement.						3.89

TABLE IX

Program Goals Combined Responses (N = 246)

	Didn't Meet Expectations		Exceeded Expectations			
	1	2	3	4	5	BLANK
1. To provide an opportunity for principals to become knowledgeable about the current thinking and practices related to school effectiveness.	-	1%	13%	55%	31%	-
2. To provide specific ways to implement successful strategies.	-	2%	15%	53%	30%	-
3. To offer practical and specific training to meet principals' needs.	-	3%	19%	50%	28%	1%
4. To provide a vehicle for the exchange of ideas in order to establish a networking system among Arizona principals.	-	1%	8%	23%	68%	-
5. To promote and assist each Academy participant in the development of an individual action plan for school improvement.	1%	3%	26%	45%	25%	-

TABLE X

Program Goals Combined Mean Responses (N = 246)

	Didn't Meet Expectations		Exceeded Expectations			
	1	2	3	4	5	ITEM MEAN
1. To provide an opportunity for principals to become knowledgeable about the current thinking and practices related to school effectiveness.						4.16
2. To provide specific ways to implement successful strategies.						4.10
3. To offer practical and specific training to meet principals' needs.						4.02
4. To provide a vehicle for the exchange of ideas in order to establish a networking system among Arizona principals.						4.59
5. To promote and assist each Academy participant in the development of an individual action plan for school improvement.						3.89

TABLE XI

Session 1 Program Content and Methods Responses (N = 131)

	Excellent				Poor	
	1	2	3	4	5	BLANK
1. The content of the Academy program was as described in the brochure.	32%	47%	13%	1%	3%	4%
2. The opening session set the stage for the Academy.	37%	39%	16%	6%	1%	1%
3. The subject matter was well covered.	30%	48%	17%	3%	1%	1%
4. Materials used were relevant to the topic.	41%	45%	10%	2%	1%	-
5. The content of the Academy was appropriate for your background and experience.	50%	35%	10%	3%	1%	-
6. The content and materials presented met your expectations.	37%	44%	15%	1%	1%	1%
7. The Academy experience will be useful in your school setting.	63%	29%	3%	-	4%	1%
8. Discussion was encouraged among conference participants.	70%	21%	5%	1%	2%	1%
9. Small groups were effective and did not get bogged down in inconsequentials.	46%	39%	9%	4%	2%	-
10. The choice of presenters was excellent.	21%	53%	21%	4%	1%	-

TABLE XII

Session 1 Program Content and Methods Mean Responses (N = 131)

	Excellent				Poor	
	1	2	3	4	5	ITEM MEAN
1. The content of the Academy program was as described in the brochure.						1.91
2. The opening session set the stage for the Academy.						1.96
3. The subject matter was well covered.						1.98
4. Materials used were relevant to the topic.						1.78
5. The content of the Academy was appropriate for your background and experience.						1.70
6. The content and materials presented met your expectations.						1.86
7. The Academy experience will be useful in your school setting.						1.51
8. Discussion was encouraged among conference participants.						1.44
9. Small groups were effective and did not get bogged down in inconsequentials.						1.78
10. The choice of presenters was excellent.						2.10

APPENDIX B

1985 ARIZONA PRINCIPALS' ACADEMY

PARTICIPANT SUMMARY

Category	Numbers
Participants (Total)	268
Women	84
Men	184
Principals	198
Associate/Assistant Principals	45
Head Teachers	3
Program Directors/Counselors	4
Teachers	8
Superintendents	1
Other	9
Geographic Representation	
All Arizona Counties	
Kansas City, Missouri	
Frankfort, Kentucky	
Baton Rouge, Louisiana	

SESSION I PARTICIPANTS

NAME	SCHOOL	ADDRESS	CITY & ZIP	TITLE
Mary Ellen Adams	S1 Bullhead Primary School	1004 East Hancock Road	Riviera 86442	Principal
Kelton Aker	S1 Taylor Hicks Elementary	1845 Campbell	Prescott 86301	Principal
Denise Rene Atwater-Vallon	R1 Mohave High School	1414 Hancock Road	Riviera 86442	Admin. Intern
Terry B. Austin	S1 Snowflake Interm. School	Box 1100	Snowflake 85937	Principal
Pamela K. Balassa	S1 Rover School	1300 East Watson Drive	Tempe 85281	Principal
Rosalina Baldonado	R1 Corona del Sol High Sch.	1001 East Knox Road	Tempe 85284	Assistant Principal
Lana Banker	S1 Havasupai School	750 Havasupai Blvd.	Lake Havasu 86403	Principal
Ken Baron	S1 Chinle Elementary	P. O. Box 587	Chinle 86503	Principal
Wayne Bauer	S1 Black Mountain School	P. O. Box 426	Cave Creek 85331	Principal
Janel Becker	E1 Alta Loma School	9750 North 87th Avenue	Peoria 85022	Assistant Principal
Frank D. Bell	R1 Page High School	P. O. Box 1927	Page 86040	Principal
Dennis J. Bigelow	E1 Round Valley Middle Sch.	P. O. Box 610	Springerville 85938	Assistant Principal
Phillip Bluehouse	E1 Ganado Junior High		Ganado 86505	Principal
Judith M. Bobbitt	S1 L. M. Prince School	215 East Prince Road	Tucson 85705	Principal
John D. Boykin	E1 Gila Vista Junior High	2245 Arizona Avenue	Yuma 85364	Principal
Harold Curtis Brown	E1 Duncan Elementary	P. O. Box Q	Duncan 85534	Principal
Diana Butler	E1 Blue Ridge Middle Sch.	P. O. Box 885	Lakeside 85929	Principal
Mr. Lynn Butler	S1 Heatherbrae School	7070 West Heatherbrae	Phoenix 85033	Principal
Gary Calhoun	S1 Bonnie Brennan School	P. O. Box 580	Winslow 86047	Principal
Judy Campbell	S1 Desert Winds School	19825 North 15th Avenue	Phoenix 85027	Teacher-Third Grade
Richard Campbell	E1 Page Middle School	Box 1927	Page 86040	Assistant Principal
Tracy E. Carrington	R1 Alchesay High School	P. O. Box 190	Whiteriver 85941	Principal
Jesus Castro	R1 Ray High School	P. O. Box 427	Kearny 85237	Principal

NAME	SCHOOL	ADDRESS	CITY & ZIP	TITLE
Jerry Cauthen	S1 Mary E. Post School	400 Fifth Street	Yuma 85364	Principal
Steve Chambers	E1 M. C. Cash School	3851 West Roeser Road	Phoenix 85041	Principal
Eugene Charley	E1 Kayenta Intermediate Sch.	P. O. Box 337	Kayenta 86033	Principal
Adalena Comeaux	S1 Duffy School	5145 East Fifth Street	Tucson 85711	Principal
Jim Conley	S1 Nautilus School	750 Havasupai Blvd.	Lake Havasu 86403	Principal
Jack Crews	S1 Oro Grande School	750 Havasupai Blvd.	Lake Havasu 86403	Principal
Wayne Cude	S1 Ray Primary	P. O. Box 427	Kearny 85237	Principal
Louise Deck	S1 Neely Elementary School	321 West Juniper	Gilbert 85234	Principal
Rob Deseelhorst	R1 Cactus High School	P. O. Box 39	Peoria	Principal
Jack Dillard	R1 Greenway High School	7650 North 43rd Avenue	Glendale 85301	Assistant Principal
Sister Marie Bernadette Dorn	S1 Topawa Middle School	Box 248	Sells 85634	Principal
Robert A. Dye	R1 Alhambra High School	3839 West Camelback Road	Phoenix 85019	Principal
Richard Ebert	S1 Palomino School	15833 North 29th Street	Phoenix 85032	Principal
Norm Ehmke	E1 Show Low Junior High	Route 1, Box 333	Show Low 85901	Principal
Corwin Ellsworth	E1 Supai Middle School	6720 East Continental	Scottsdale 85257	Principal
Dorothy Erdman	S1 Curiel School	P. O. Box 728	Eloy 85231	Principal
Lorraine Etcitty	S1 Nazlini School		Ganado 86505	Principal
Karen W. Etheridge	S1 Eagles' Nest Middle Sch.	P. O. Box 67	Tuba City 86045	Principal
David L. Evans	E1 Tolleson Junior High	9261 West Van Buren	Tolleson 85353	Principal
Dennis M. Evans	S1 Taylor School	Box 1100	Snowflake 85937	Principal
Kent S. Evans	S1 Chino Valley School	Box 225	Chino Valley 86323	Principal
Mrs. Shirley J. Fisher	S1 Walter Douglas School	3302 North Flowing Wells Road	Tucson 85705	Principal
Joan T. Fleming	S1 Cholla School	1460 North Pinal	Casa Grande 85222	Principal
Harry W. Franklin	R1 Window Rock High School	Box 559	Ft. Defiance 86504	Assistant Principal
Debra Gomez	E1 Lowell School	1120 South First Avenue	Phoenix 85003	Principal
William L. Gordon	S1 Van Horne School	7550 East Pima	Tucson 85715	Principal
Jeff Graham	E1 Desert Sands Junior High	6308 West Campbell	Phoenix 85033	Principal
Larry Eugene Gray	E1 Flowing Wells Junior HS	4545 North La Cholla Blvd.	Tucson 85705	Assistant Principal

NAME	SCHOOL	ADDRESS	CITY & ZIP	TITLE
Bob Green	E1 Shea Middle School	10849 North 27th Street	Phoenix 85028	Assistant Principal
Franklin Greer	S1 Capps School	Box 1100	Snowflake 85937	Principal
Gloria Hale-Showalter	S1 Ft. Defiance Elementary	P. O. Box 559	Ft. Defiance 86504	Assistant Principal
Lorinda Halla	E1 Ash Creek School	Star Route	Pearce 85625	Head Teacher
Kenneth R. Harkey	S1 John Q. Thomas School	3330 East Lockett	Flagstaff 86001	Principal
Ernie Hawkins	R1 Mountain View High Sch.	2700 East Brown Road	Mesa 85203	Assistant Principal
Bob Heinle	S1 Cotton Boll School	8540 West Butler	Peoria 85345	Principal
John C. (Jac) Heiss	S1 Patagonia Elementary	P. O. Box 295	Patagonia 85624	Principal
Gerry Hernbrode	S1 Coronado School	701 West Wetmore Road	Tucson 85705	Teacher
Donald J. Hess	R1 Blue Ridge High School	P. O. Box 885	Lakeside 85929	Assistant Principal
Gary W. Hicks	E1 Toltec School	R.R. 1, Box 390	Eloy 85231	Principal
Robert F. Hooper	S1 Booth-Fickett	7255 East Kenyon	Tucson 85710	Assistant Principal
Don Horner	T1 Ironwood School	14850 North 39th Avenue	Phoenix 85023	Principal
Ray L. Interpreter	S1 Red Lake Day School	P. O. Box 62	Tonalea 86044	Principal
Vern Jacobs	R1 Apollo High School	7650 North 43rd Avenue	Glendale 85301	Assistant Principal
Frederick M. Johnson	E1 Rocky Ridge Boarding Sch.	P. O. Box 220	Tuba City 86045	Principal
William A. Johnston	T1 Maricopa Elementary	P. O. Box 310	Maricopa 85239	Principal
Carlton Jones	E1 Frank Borman Junior High	3637 North 55th Avenue	Phoenix 85031	Principal
Thomas Kappler	T1 Homer Davis Elementary	4250 North Romero Road	Tucson 85705	Principal
Jerry Kempf	T1 Hawthorne School	630 North Hunt	Mesa 85203	Principal
Renate Krompasky	T1 Robert Richardson School	1556 West Prince	Tucson 85705	Admin. Assistant
Mr. Camille LaForge	E1 Faras School	P. O. Box 1237	Douglas 85607	Principal
Marvin J. Lamer	R1 Window Rock High School	P. O. Box 559	Ft. Defiance 86504	Assistant Principal
Betty D. Lawrence	T1 Hualapai School	350 Eastern Avenue	Kingman 86401	Principal
John Leffue	T1 Lake Valley School	Drawer A	Dewey 86327	Principal
Dr. Colleen Longstrom	T1 Glendale American School	5734 West Glendale Avenue	Glendale 85301	Assistant Principal
Baltazar M. Lozano	T1 Clemenceau School	P. O. Box 57, 1 North Willard	Cottonwood 86326	Principal
Robert Mansell	T1 Washington School	P. O. Box 580	Winslow 86047	Principal

NAME	SCHOOL	ADDRESS	CITY & ZIP	TITLE
David Santa Maria	E1 Tortolita Junior High Sch.	11279 West Grier Road	Marana 85238	Associate Principal
Karen Santa Maria	T1 Laguna School	5001 North Shannon	Tucson 85705	Principal
Hank Marks	R1	18th Fl, Capitol Plaza Tower	Frankfort, KY 40601	Director, Curriculum
M. Phil Martin	E1 Thatcher Middle School	P. O. Box 610	Thatcher 85552	Principal
John T. McCarthy	S1 Robert S. Richardson Sch.	6901 North Camino Del Terra	Tucson 85705	Principal
Kenneth McElyea	E1 Naco Elementary School	204 Third Street	Naco 85620	Superintendent
Carter McEuen	R1 Ft. Thomas High School	P. O. Box 28	Ft. Thomas 85536	Principal
J. Raymond McGrath	T1 Highland Primary School	Box 1100	Snowflake 85937	Principal
Virginia McNeel	T1 Unit 1 School	9255 West Monroe	Tolleson 85353	Principal
M. Guadalupe Mejia	T1 Sarah Marley School	745 Seventh Street	Douglas 85607	Principal
Calli Merrick	T1 Arredondo School	1330 East Carson	Tempe 85282	Principal
Clara (Billie) Millross	T1 Sacaton School	P.O. Box 98	Sacaton 85247	Assistant Principal
Joan Milne	S1 Hopi School	5110 Lafayette Blvd.	Phoenix 85018	Teacher
William Munson	E1 Mohave Valley Junior High	P. O. Box 5070	Mohave Valley 86440	Principal
Lel Newlon	E1 Young Elementary School	Box 390	Young 85554	Principal
Brooks Norton	R1 Kingman High School	400 Grandview	Kingman 86401	Principal
Charles E. Oldham	E1 Sahuarita Junior High	P. O. Box 26	Sahuarita 85629	Principal
Phil Olmstead	E1 Lake Havasu Junior High	750 Havasupai Blvd.	Lake Havasu 86403	Assistant Principal
Wendy S. Ong	T1 Longview Primary School	1209 East Indian School	Phoenix 85014	Principal
Loretta B. Pacheco	T1 Aguilar School	5800 South Forest	Tempe 85283	Principal
Rance Pullin	T1 Blue Ridge Elementary	P. O. Box 885	Lakeside 85929	Principal
Jerry Rankin	T1 Palm Lane School	2043 North 64th Drive	Phoenix 85035	Principal
Jim Reavis	R1 Kingman Junior High	3033 McDonald	Kingman 86401	Assistant Principal
Joe Rodriguez	T1 McGraw School	24th Street & Arizona Avenue	Yuma 85364	Principal
Ruth Roessel	T1 Round Rock School	Rural Route, Box 400	Round Rock 86503	Head Teacher
William P. Rooney	R1 Lake Havasu High School	2675 Palo Verde Blvd.	Lake Havasu 86403	Assistant Principal
Donald Rothery	E1 Sierra Vista Middle School	4001 Fry Blvd.	Sierra Vista 85635	Assistant Principal
Reid A. Rowles	E1 Rice Junior High	P. O. Box 207	San Carlos 85550	Coord. of Extra-Curr.
James Ryan	R1 Willcox High School	240 North Bisbee	Willcox 85643	Principal
Frank E. Schaffer	T1 Lookout Mountain School	15 West Greenway Road	Phoenix 85023	Assistant Principal
Barbara Seitz	E1 Longview Middle School	1209 East Indian School	Phoenix 85014	Principal

NAME	SCHOOL	ADDRESS	CITY & ZIP	TITLE
Lizzie Shumate	T1 McNary Elementary	P. O. Box 598	McNary 85930	Teacher
Gary Slocum	T1 Colonel Johnston School	Drawer Q	Ft. Huachuca 85613	Principal
Gloria J. Smith	R1 Marcos de Niza High Sch.	6000 South Lakeshore Drive	Tempe 85283	Assistant Principal
Ralph M. Smith	R1 Thatcher High School	P. O. Box 610	Thatcher 85552	Principal
Saundra Lee Smith	E1 Flagstaff Junior High	755 North Bonito	Flagstaff 86001	Admin. Assistant
Robert J. Soza	R1 Mesa High School	1630 East Southern Avenue	Mesa 85202	Assistant Principal
Shirley Stouffer	T1 Florence Elementary Sch.	P. O. Box 829	Florence 85232	Principal
Leonard Sweeney	T1 Mountain View School	1502 West Mountain View Road	Phoenix 85021	Principal
Andrew M. Tah	R1 Tuba City High School	P. O. Box 67	Tuba City 86045	Principal
Fred Thompson	T1 Byron Barry School	2533 North 60th Avenue	Phoenix 85035	Principal
Lee Treece	T1 Neil V. Christensen School	4000 Cummings	Flagstaff 86001	Assistant Principal
Oscar Tso	T1 Many Farms Elementary	P. O. Box 587	Chinle 86503	Principal
James Tussey	T1 Cartwright School	5833 West Thomas Road	Phoenix 85031	Principal
Richard Valentine	T1 Benson Elementary School	P. O. Box 2030	Benson 85602	Principal
Manuel Valenzuela	E1 Douglas Junior High	840 - 12th Street	Douglas 85607	Principal
Craig Vallon	E1 Bullhead City Junior High	1004 Hancock Blvd.	Riviera 86442	Assistant Principal
Jack G. Wade	T1 Page Elementary	P. O. Box 1927	Page 86040	Assistant Principal
Mary G. Wade	R1	P. O. Box 94064	Baton Rouge, LA 70804-9064	Assistant Director
Harold Waltman	E1 Desert Horizon School	8525 West Osborn	Phoenix 85037	Principal
Ken Waters	T1 James D. Price School	Yuma Proving Grounds	Yuma 85364	Principal
Alice A. Wells	T1 Justine Spitalny School	3201 North 46th Drive	Phoenix 85031	Principal
Geoffrey (Ted) Wilcox	T1 Jefferson School	P. O. Box 580	Winslow 86047	Principal
Patricia A. Williams	T1 Capitol School	333 North 17th Avenue	Phoenix 85007	Principal
M. Glenn Woods	T1 Thatcher Primary & Elem.	P. O. Box 610	Thatcher 85552	Principal
Tot Workman	E1 Round Valley Middle Sch.	Box 610	Springerville 85925	Vice Principal
Jeanne Wright	T1 West Sedona School	Posse Ground Road	West Sedona 86340	Principal
Paul Young	R1 Williams High	440 South Seventh Street	Williams 86046	Principal
Paulette Zuroff	T1 Capitol School	333 North 17th Avenue	Phoenix 85007	Teacher

SESSION II PARTICIPANTS

NAME	SCHOOL	ADDRESS	CITY & ZIP	TITLE
Marilyn Czerny Adams	E2 Royal Palm School	8520 North 19th Avenue	Phoenix 85021	Assistant Principal
Bill Amabisca	E2 Woodard Junior High	2250 Eighth Avenue	Yuma 85364	Principal
Ronald E. Arias	T2 Shonto Boarding School		Shonto 86054	Department head, Mid
Linda R. Arrington	R2 Region III	2745 East 18th Street	Tucson 85716	Admin. Asst. to Asst. S
Betsy Babich Hansen	R2 Region I	7575 East Palma	Tucson 85716	Admin. Assistant
Mark J. Bankhead	T2 Redbird School	1020 South Extension	Mesa 85202	Principal
Larry Bauer	E2 Grandview School	1101 West Camelback Road	Phoenix 85013	Principal
S. Thomas Behrle	T2 P. T. Coe School	3801 West Roanoke	Phoenix 85009	Principal
Hector P. Benitez	T2 Roosevelt School	828 South Valencia	Mesa 85202	Principal
Ron Black	T2 Knox School	700 West Orchid Lane	Chandler 85224	Principal
Bill Bond	T2 Estes Elementary	11279 West Grier Road	Marana 85238	Principal
John Bonefas	R2 Safford High School	612 - 11th Street	Safford 85546	Principal
Bob Boothe	E2 Flagstaff Junior High	755 North Bonita Street	Flagstaff 86001	Assistant Principal
Betty Borland	R2 Education Center	4250 West 16th Street	Yuma 85364	Director of Special
Dr. Alex Boyd, Jr.	R2 Clifton High School	P. O. Box 1567	Clifton 85533	Principal
Judith L. Bradley	E2 Westport Junior High	3845 McGee	Kansas City, MO 64111	Instructional Support
J. Calvin Bruins	R2 Arcadia High School	4703 East Indian School	Phoenix 85018	Principal
Joseph W. Bullmore	T2 Elfrida Elementary School	P. O. Box 328	Elfrida 85610	Principal
James D. Campbell	R2 Northeast High	415 South Van Brunt	Kansas City, MO 64124	Assistant Principal
Rose Esther Carrasco	T2 Miles Exploratory Learning	1400 East Broadway	Tucson 85711	Principal
Arturo F. Carrizoza	T2 Sullivan School	2 North 31st Avenue	Phoenix 85009	Assistant Principal
Mike Chesley	E2 Mesquite Middle School	Drawer 1	Gilbert 85235	Principal
Allen R. Church	E2 Casa Grande Junior High	300 West MacMurray Blvd.	Casa Grande 85222	Principal
Brenda J. Collins	R2 Arcadia High School	4703 East Indian School	Phoenix 85018	Assistant Principal

NAME	SCHOOL	ADDRESS	CITY & ZIP	TITLE
Sara C. Conrad	R2 Maria Urquides	1501 West Ajo Way	Tucson 85713	Principal
Marcus B. Cox	T2 Ocotillo School	501 South Florence	Casa Grande 85222	Principal
Freddy Craig	T2 Desert Winds School	20402 North 15th Avenue	Phoenix 85027	Principal
Edward Crawford	T2 Nan E. Lyons School	7555 East Dogwood	Tucson 85710	Principal
Ann A'Lee Crow	T2 Evergreen School	1460 North Pinal	Casa Grande 85222	Teacher
Valerie Davison	R2	701 West Wetmore	Tucson 85705	Director of Chapter
Michael L. Dayton	T2 Roadrunner Elementary	11279 West Grier Road	Marana 85238	Principal
Dennis A. DeGutes	R2 Gila Bend High School	308 North Martin Avenue	Gila Bend 85337	Principal
Robert DeLintt	E2 Woodard Junior High	2250 Eighth Avenue	Yuma 85364	Assistant Principal
Kay Dean	T2 Skull Valley	P. O. Box 127	Skull Valley 86338	Head Teacher
Bruce G. Dewey	E2 Marana Junior High	11279 West Grier Road	Marana 85238	Principal
Robert W. Dobson	T2 Alta Loma School	9750 North 87th Avenue	Peoria 85345	Principal
Jackie Doerr	E2 Andalucia School	4702 West Campbell	Phoenix 85031	Assistant Principal
Lois Ellingson	T2 Hopi School	5110 East Lafayette Blvd.	Phoenix 85018	Principal
Bill Epperson	E2 East Flagstaff Junior High	701 North Kendrick	Flagstaff 86001	Principal
Danny C. Farar	R2 Kofa High School	3100 Avenue A	Yuma 85364	Principal
Katherine D. Fischer	T2 E. C. Nash	515 West Kelso	Tcuson 85705	Principal
Patrick J. Flanigan	T2 Liberty School	Route 3, Box 145	Buckeye 85326	Director of Special
Holly Floden	T2 Agua Caliente School	11420 East Limberlost	Tucson 85749	Principal
Dr. Ernest Y. Flores	E2 Isaac Junior High School	1701 North 35th Avenue	Phoenix 85009	Principal
John Flores	T2 Butterfield Elementary	11279 West Grier Road	Marana 85238	Principal
Sharon D. Friauf	E2 Duncan School	P. O. Box Q	Duncan 85534	Principal
Gene Giesaking	T2 Laveen School	P. O. Box 29	Laveen 85339	Principal
Steve Gillett	T2 Sundance School	7051 West Cholla	Peoria 85345	Principal
Joan Gilmore	E2 Tse Ho Tso Middle School	P. O. Box 559	Ft. Defiance 86504	Assistant Principal
Daniel Goitia	T2 Esperanza School	2353 East Bantam Road	Tucson 85706	Principal
Rina Gotsis	T2 A. J. Mitchell School	222 Plum Street	Nogales 85621	Assistant Principal

NAME	SCHOOL	ADDRESS	CITY & ZIP	TITLE
Claudette Gronski	E2 Madison Meadows	225 West Ocotillo Road	Phoenix 85013	Assistant Principal
Nora B. Grigg	E2 Carson Middle School	7777 East Stella	Tucson 85718	Assistant Principal
Mrs. Irene E. Guilbert	R2	161 East First Street	Mesa 85201	Assistant Director
Sheila Guthrie	S2 Waggoner School	1050 East Carver	Tempe 85284	Principal
Gloria D. Hallowell	S2 Navajo	4525 North Granite Reef Road	Scottsdale 85251	Principal
Diane Hamilton	T2 Park Meadows School	20012 North 35th Avenue	Glendale 85308	Principal
Sarah Hartley	T2 Yarnell School	P. O. Box 575	Yarnell 85362	Head Teacher
Kirsten A. Hendricks	R2 Coconino High School	2801 North Izabel	Flagstaff 86001	Principal
David M. Hernandez	T2 Palo Verde Elementary	1000 East Doan	Casa Grande 85222	Principal
Dolores R. Herrera	T2 Alta E. Butler School	3843 West Roosevelt	Phoenix 85009	Principal
Corinne Hochgraef	T2 Hohokam School	8451 East Oak	Scottsdale 85257	Principal
Scott Jackson	S2 Ronald Reagan Fundamen.	3200 West 16th Street	Yuma 85364	Principal
Floyd G. James	S2 Lincoln School	201 Park Avenue	Prescott 86301	Principal
Bob Johnson	T2 Murphy-Sundance Schools	7231 West North Lane	Peoria 85345	Assistant Principal
Theresa Nash Johnson	T2 Rough Rock Demonstration	P. O. Box 217	Chinle 86503	Principal
Judson R. Jones	E2 Apollo Junior High School	265 West Nebraska	Tucson 85716	Principal
Margaret A. Kesler	E2 Madison No. 2	2002 East Campbell	Phoenix 85016	Assistant Principal
James Kieffer	R2 Cortez High School	7650 North 43rd Avenue	Glendale 85301	Assistant Principal
John Richard Koontz	S2 Lattie Coor School	235 West Western	Avondale 85323	Principal
James Lamb	S2 Wellton School	P. O. Box 517	Wellton 85356	Principal
Paul W. Langseth	S2 Le Pera Elementary	Route 1, Box 169	Parker 85344	Principal
Bob Lomas	E2 Apollo Junior High School	265 West Nebraska	Tucson 85706	Assistant Principal
Max Lunt	E2 Coolidge High School	P. O. Box 1499	Coolidge 85228	Assistant Principal
Laura Marcum	E2 Westwood Traditional Sch.	3001 West Hazelwood	Phoenix 85017	Principal
John A. McCusker, Jr.	S2 Cottonwood School	1667 North Kadota	Casa Grande 85222	Principal
Byron M. McGough	S2 Palominas	P. O. Box 38 (Highway 92)	Hereford 85615	Principal
Barney McIlvoy	E2 Roosevelt School	199 Lobb Avenue	Superior 85273	Principal

NAME	SCHOOL	ADDRESS	CITY & ZIP	TITLE
Wade McLean	R2 Marana High School	11279 West Grier Road	Marana 85238	Principal
William J. McNarie	R2 Sahuarita High School	P. O. Box 26	Sahuarita 85629	Principal
Scott Meyers	E2 Madison No. 2	2002 East Campbell	Phoenix 85016	Principal
Raymond J. Miller	S2 Griffith School	4505 East Palm Lane	Phoenix 85009	Principal
Bradford Moon	R2 Pima High School	30 East Second South	Pima 85543	Admin. Assist.
Diane Louise Morey	S2 Madison Park School	1431 East Campbell Avenue	Phoenix 85014	Teacher
Scott Mundell	E2 Tortolito Junior High Sch.	11279 West Grier Road	Marana 85238	Principal
Mary Musgrave	S2 Gallego School	5102 South Cherry Avenue	Tucson 85706	Principal
Sue Nelson Myers	S2 Pine Elementary	P. O. Box 1150	Pine 85544	Principal
Kenneth R. Neumann	S2 Sunrise School	17624 North 31st Avenue	Phoenix 85023	Principal
Elaine Newton	S2 Carmichael	4100 Fry Blvd.	Sierra Vista 85635	Principal
Jane Northup	R2 Paradise Valley High Sch.	3950 East Bell Road	Phoenix 85032	Assistant Principal
Joel T. Perry	S2 DeGrazia	11279 West Grier Road	Marana 85238	Principal
Donald Eugene Pierson	S2 Thornydale Elementary	11279 West Grier Road	Marana 85238	Principal
Nick Portonova	S2 New River School	2720 New River Stage	Phoenix 85029	Principal
Lee Privee	S2 J. B. Sutton School	1001 North 31st Avenue	Phoenix 85013	Principal
John Quinby	S2 Luke School	7300 North Dysart	Glendale 85307	Principal
Ron Rhein	R2 Mesa Junior High	828 East Broadway Avenue	Mesa 85204	Assistant Principal
Ron Richardson	E2 Chaparral Junior High	3700 East Alvord	Tucson 85706	Principal
Dr. Richard Riley	R2 Gilbert High School	130 West Mesquite	Gilbert 85234	Principal
Gary R. Rooker	E2 Clarendon School	1225 West Clarendon	Phoenix 85013	Principal
Mary N. Rosales	S2 Joseph Zito School	4525 West Encanto Blvd.	Phoenix 85035	Principal
Jake Rowdon	R2 Dobson High School	1501 West Guadalupe	Mesa 85202	Assistant Principal
Dr. Terry L. Rowles	E2 Avondale Junior High Sch.	1406 North Central	Avondale 85323	Principal
Judy Rule	S2 Lowell School	920 East Broadway Road	Mesa 85204	Principal
Thomas D. Rushin	S2 Palmcroft School	901 Palmcroft Drive	Yuma 85364	Principal
Stephen Salomone	S2 Desert Winds Elementary	11279 West Grier Road	Marana 85238	Principal

NAME	SCHOOL	ADDRESS	CITY & ZIP	TITLE
Del Sanchez	E2 Isaac Junior High	3402 West McDowell Road	Phoenix 85009	Assistant Principal
Marvin W. Sasek	S2 Cordova School	3455 West Montebello	Phoenix 85017	Principal
Ronald Schlabach	S2 Pearce School	P. O. Drawer 127	Pearce 85625	Principal
Michael C. Schwanenberger	R2 Region II	750 North Rosemont Avenue	Tucson 85711	Admin. Assistant
Margo Seck	S2 Aire Libre School	16428 North 21st Street	Phoenix 85022	Principal
Ray Shelton	S2 Clawson School	Seventh Street & Bonita Avenue	Douglas 85607	Principal
Roger Short	R2 Apache Junction High Sch.	P. O. Box 879	Apache Junction 85220	Principal
Susan Siroky	S2 Helen Keller School	1445 East Hilton Avenue	Mesa 85204	Principal
Donald Skawski	E2 Greenway Middle School	3003 East Greenway	Phoenix 85032	Principal
Judy Smith	E2 Sierra Vista Middle School	4001 Fry Blvd.	Sierra Vista 85635	Principal
Richard P. Sniegowski	E2 Catalina School	3845 West Maryland Avenue	Phoenix 85019	Director
Susan D. Steinour	E2 Gila Bend Elementary	Box V	Gila Bend 85337	Migrant/Chapter I
Bruce A. Swanson	R2 Window Rock High School	P. O. Box 559	Ft. Defiance 86504	Principal
Jane Taylor	S2 First Avenue School	P. O. Box 406	San Manuel 85631	Principal
Erasmo S. Teran	R2 Sunnyside High School	1725 East Bilby Road	Tucson 85706	Principal
Marjorie W. Thomas	S2 Chinle Primary School	Box 587	Chinle 86503	Principal
Frank Thompson	E2 Carpenter Junior High	P. O. Box 391	Nogales 85621	Assistant Principal
Charlene Torchiana	S2 Los Ninos	5455 South Alvernon	Tucson 85706	Principal
Tom Tyree	E2 Suverkrup Junior High	1590 Avenue C	Yuma 85364	Assistant Principal
Barry Udall	R2 St. Johns High School	P. O. Box 429	St. Johns 85936	Assistant Principal
Sharron Walker	R2 Baboquivari Jr./Sr. High	P. O. Box 248	Sells 85634	Principal
Winifred B. Watson	S2 Kayenta Primary School	P. O. Box 337	Kayenta 86033	Principal
Stephen C. Webb	E2 Cochise Elementary School	P. O. Box 1088	Cochise 85606	Head Teacher
A. Laverne White	T2 Palmdale School	3146 East Wier	Phoenix 85040	Principal
Patrick Yennie	T2 Bellair School	4701 West Grovers	Glendale 85308	Assistant Principal